

INSIDE: NEW STUDENT FASHION STUDENT/STAFF ELECTION RESULTS

CITY COLLEGE NEWS

SUMMER 1996

GEORGE BROWN COLLEGE

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George Brown's future

A FEATURE INTERVIEW WITH PRESIDENT FRANK SOROCHINSKY

George Brown is going through a period of unprecedented change. How is George Brown going to deal with this change? What kind of college will emerge in the coming years? City College News recently posed some of these questions to George Brown's new president Frank Sorochniky. Here are his responses to those questions, along with some questions and answers of his own.

Question: What are your priorities going into this first year of your new job?

Frank: Providing vision and direction for the future of the college. At the same time, we are dealing with immediate concerns that make the timing of that message difficult. We are going through a period when a number of our staff are very seriously affected by the loss of their jobs. When someone is going through that experience it rings rather hollow when you say "There's an exciting future and we are headed in the right direction". When you are losing your job the future doesn't look good at all. I am sensitive to that and at the same time know that a large number of staff will continue to work and contribute to the college. We need to help shape the future in a positive way for their sake, and for the students and communities we continue to serve.

Question: When, then, can we begin to focus on the future?

Frank: We have begun. While we must continue to spend time with those who have lost their jobs, and to help them in their transition, it is also important to look ahead. We have recently begun the process of strategic thinking with our deans and directors. During the month of May we will begin to communicate and generate discussion across the college around a vision, or profile, for the college.

Question: What will this profile include?

Frank: The profile, or what the college will look like at some point in the future, will include the programs and services we



offer, staffing and skills, those we serve, partnerships, facilities, commitment to future development, and so on.

Question: Will staff have opportunities to participate?

Frank: Absolutely. In fact, the college will not become what it needs to be without the participation, commitment and accountability of all of us working at George Brown. In May when we begin to communicate and discuss a vision for the College we will also establish a framework for broad participation among staff in all areas and at all levels. Some will begin almost immediately. Others who leave for the summer period will be able to begin active participation on their return in September.

Question: Could you give me some general examples of areas in which staff will be encouraged to participate?

Frank: I will strongly encourage staff involvement in the establishment and achievement of strategic objectives, operational objectives and a wide variety of projects — all in support of renewal and building a college prepared for the future.

We will ask staff how they feel they can contribute. In some cases, staff will choose to be involved in areas in which they have expertise. In other cases there will be opportunities for staff to get involved in areas they have an interest in and from which they can learn. In some cases staff will serve as members of task forces; in some cases staff will head those efforts. We will

seek leadership from faculty, support staff and administration in dealing with the issues we have before us and in moving the College into the future.

Question: You talked at the outset about the feeling in the college around the huge layoffs — virtually everybody is sharing in that feeling to one degree or another; if they haven't lost their job they're afraid of losing their job because they don't know what's coming. What can you tell staff here to make them feel better? Should people say "Thank God that's over," or should they anticipate cuts next year, and the year after?

Frank: I hope they would not anticipate cuts next year, and the year after. However, there is nothing I can say that will guarantee that it will not happen. What I can say is that the actions we are currently taking will go a long way to minimize the necessity for further cuts.

We will continue to impress upon our provincial and federal funders the fact that Ontario community colleges provide high value for the taxpayers' dollars invested in college education and training. Ontario colleges have, over the past number of years, accepted more students with less funding. Ontario colleges represent the lowest cost per student as compared to elementary, secondary, and university education. As well, the relative costs of colleges over the last number of years are significantly more favourable than those of other sectors such as hospitals, correctional institutions, and so on.

I would hope, and expect, that these facts, together with this past year's funding reductions will convince our funders that further cuts should not be made to colleges.

In addition to preserving traditional government funding sources, we must develop new sources of funds. This will include some of the areas in which we have experience, such as employer services, but must also include areas in which the



FASHION FETISH - First-year fashion design student Stephanie Boudreault seems to have been influenced by lingerie, fetish clothing and maybe even Batman in creating these two outfits, which drew cheers and applause at George Brown's recent student fashion show, which was held at Casa Loma Campus. Models are student Lenore Mrkobra (left) and Wendy Lawrence. See page 3 for more student fashion.

college has not been aggressive, such as fundraising.

Question: George Brown has decided to grow in areas of excellence, and to develop areas of specialization where we have unique programming and a leadership position? In your opinion, what are those areas?

Frank: There are a number of areas. I'll mention a few that come to mind. This direction will evolve and we will rely on input from faculty, support staff and administration closer to our programs and services to help with this evolution.

Community services...George Brown has broad program offerings in community services.

Other Metro colleges have community services programming as well. Given the funding cuts to many community service agencies, one might legitimately ask the question: "Will jobs be available to all the graduates of all the community services programming in Metro?" So one of the things that all Metro colleges needed to look at was, should they all cut back community services enrolments and intake?

At George Brown, we decided not to do that. The reason for this position is that we feel we have the strongest programming in the system and could serve as the area of specialty for Metro. Other Metro colleges, where community services is not as much an area of specialty, have lowered enrolment intake for 96/97. Given that community services programming at George Brown is strong and well-integrated with the community and that faculty will continually reshape it to meet changing needs, it will be an area of specialty for George Brown for some years to come.

Health sciences represents another category. George Brown probably has as broad a health sciences offering as any other college in Metro. As well, with Seneca discontinuing dental technology, George Brown became the sole provider of such programming in Metro. Over the next while we'll be reviewing our health sciences programming to see what program clusters best represent the needs of the future and where we have strengths. Some programming

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College future

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will inevitably change. Given our strong foundation, I think there are a lot of opportunities worth looking at. For example, I think we have a special advantage in looking at community-based health provision, because of our strength in community services. This could represent a significant and exciting opportunity, given the demographic trends, a growing population of the elderly, and governments' directions towards increased community-based health care delivery. We also have areas of strong allied health programming with significant future potential. There is a lot of work to be done including market need analysis, a need to focus, and curriculum development prior to establishing this broad area as one of specialty for George Brown College.

George Brown is very much known for hospitality programming. However, hospitality programming is not easy to deliver economically. It can be expensive given the requirement for equipment and hands-on lab work. A lot of the colleges have

tremendous difficulty balancing a budget with their hospitality programs: some are cutting back and some potentially moving out of it. While balancing our hospitality budget has not been easy, one of the reasons we're able to do as well as we do is that we have strong involvement by the people in the industry who employ our students. They are very much involved in an advisory capacity and in a hands-on capacity. Other reasons for our success include strong leadership, innovation, creative development and excellent faculty and support staff. George Brown has not been blessed with wonderful facilities generally but that is not the case with Hospitality. Our facilities are well designed and serve as a showcase for the work of our students, and we will continue to be the best in the system. We need to explore ways by which to capitalize on this strong base in order to expand programming and services in related fields, such as tourism. So that's an area of specialization for George Brown and one in which we will continue to grow.

George Brown has a long history of change in technology programming. Our previous

concentration in apprenticeship training has given way to a focus in specific areas of technology where we have strength and for which there is a promising future. The Technology Faculty has developed and is pursuing a very powerful and exciting new strategy that relies on our strengths while introducing new programming that moves in the direction of occupations for the future. The College has recently moved some computer-related programs to the Technology Faculty to assist with the rebirth of a vital area of programming. Growth in technology will likely be in niches, or narrower areas of specialty.

Business, not unlike technology, is going through significant change. Some programs have been reduced this year but at the same time there is a focus on programming we see as having a strong future. For example, we are trying to put together a partnership with a financial planning focus, whereby we can provide unique programming that takes advantage of some of the investment programs we currently have to fill an enormous need in a rapidly growing financial planning industry. This effort could be the basis for a centre of education and training with a national profile.

Again, growth in niches as opposed to broad general business programming.

The Creative Work Faculty is a composite of many programs, some of which appeal to relatively few students and some being quite large. Graphic arts, for example, has a large student body. There are also some areas within creative work that are rather small programs in terms of numbers but are very powerful in what they do. The challenge in creative work programming is affordability. Faculty are being innovative and changing the way they do many things to enhance our ability to afford to continue in areas of high quality programming. We need to be creative in the way we approach creative work if we are to maintain the quality and at the same time ensure financial viability.

While not usually related to specific areas of employment, general education and access programming are critical to the college's success: critical to the personal growth of our students, all employment sectors and to the community generally. Access programming provides opportunities for an important community population and serves as a feeder for other college programs. There is much debate around the role of general education. It is my view that in addition to the important personal growth we experience from general education there is a very practical job-related purpose served as well. Students are no longer likely to develop a certain set of skills, take a job and complete their careers in that job. It is very important we graduate students with a base of general education, communications, problem solving and other skills that will assist them in adapting to the many changes they will face. Our challenge is to find the best manner in which to meet these needs, together with

specific skills training, in a financially viable way. We must meet this challenge if we and our students are to be successful in the long term.

There are many other areas I would like to touch on if time and space permitted: areas such as continuing education, employer services, international and distance education all hold tremendous potential for the college.

Question: Because the college is laying off teachers and because we have a seniority-based system for deciding who gets laid off, it means that the teachers who do get laid off are the ones with the most recent industry experience and the ones who remain have relatively more time spent in the college — which may be valuable from the point of view of teaching, but they have less current experience in their field. How can the college respond to this situation?

Frank: Obviously we don't want to lose any of the faculty we are losing, including those with recent industry experience. The ways in which we deal with it? We need to build stronger advisory committees so that there is more and more input on a regular basis from industry. We need to look at more ways by which faculty are given an opportunity to spend time in relevant industries. We need to look at creative ways of dealing with professional development, ways by which faculty are given opportunities to be exposed, on an ongoing basis, to whatever industry they are associated with. All of us get older. It would be sad to take the position that it is only the young who can offer what is needed. We need to find ways in which people can keep current, while we draw on the strength of their extensive teaching experience.

Continued on page 4.

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Your submissions must be received no later than 12:00 noon, Friday, May 3rd, 1996. For more information, call 324-2046.



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SUMMER EVENTS

SPECIAL EVENTS

May 16 - Election to choose an administrative staff representative to sit on George Brown's board of governors. Only college administrators are eligible to vote. Polls will be established at campus managers' offices between 9 a.m. and 5 p.m. (See page 3 for statements by the two candidates.)

June 1 - Annual Staff Picnic on Centre Island, 10 a.m. to 4 p.m. Events include a barbecue, traditional field events and some special events. In case of rain the picnic will be held the same day at the Hospitality Centre, 300 Adelaide St. E. Adults: \$7; Children (12 years old and under): \$4. Registration forms are available from campus managers' offices. Registration deadline is May 24.

June 2 to 14 - Edlerhostel programs offered this summer at George Brown include International Cuisine (June 2 to 9) and Chef's Choice: Cuisine Vivante (June 10 to 14). Fee of \$480 includes all meals, a closing night celebration, residence room at St. Joseph's College at the University of Toronto and classes. (People who live in Toronto can pay \$185, which covers classes, lunch every day and closing night celebration.) For information call 415-7308.

June 28 and 29 - Convocation ceremonies for post-secondary students at the Metro Toronto Convention Centre, 255 Front St. W. The convocation schedule is as follows: June 28, 2 p.m. Creative Work and Hospitality; 7 p.m. Access and Business; June 29, 10 a.m. Community Services, 1 p.m. Health Sciences and Technology. All college staff are invited to attend.

July 22 - The new Fall/Winter continuing education calendar is available for pick-up on college campuses. Fax, mail and drop-box registration starts on July 29. Walk-in registration starts on Aug. 19.

SPORTS AND RECREATION

May 24 - Hospitality Golf Classic at the Kleinburg Golf and Country Club. All college staff and their friends are invited to come and play. \$100 entry fee includes greens fee, use of a power cart, and a full-course dinner. This tournament is supported by George Brown OPSEU Locals 556 and 557. For information call John Chamyk at 415-3193. Registration deadline is May 17.

May 24 - 1996 Colleges of Applied Arts and Technology Golf Tournament, Whirlpool Golf Club in Niagara Falls, Ontario. \$85 per person including, greens fee, cart, banquet and prizes.

Staff of all Ontario colleges and the Ministry of Education and Training are welcome to take part. Call Athletics at 415-2099 to get an application. Application deadline is May 14.

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The experience of working with students and learning how to be more helpful in their quest for education and training must be valued. We must find ways in which we can ensure currency and at the same time learn and benefit from experience.

Question: The world has changed around us and to a certain extent George Brown is the victim of circumstance, e.g., funding changes from the province. Are we also the authors of our own misfortunes? Should we have been doing things years ago that we're doing now?



BUSINESS EVENT KICKS OFF NEW STUDENT LOUNGE - The new student lounge at St. James Campus was open to the public for the first time recently for a meeting of the college's chapter of the Association of Collegiate Entrepreneurs (ACE). The large lounge, which features a Second Cup coffee outlet, meeting rooms, and couches to relax in, will be open every day for student use in the fall.

SEMINARS FOR STAFF

May 15 - Developing your Personal Portfolio, 9 a.m. to noon. Casa Loma Room C234. For information call the Staff Resource Centre at 415-4661.

June 3 to 6 - Professional Development Week for staff at George Brown. Keynote address on Monday, June 3 at 9 a.m. is Teaching: A Non-prophet Profession by Michael Kompf of Brock University. Seminars include: Shaping the Future of the College (presented by George Brown president Frank Sorochinsky), Effectiveness in Teaching, New Directions for Postsecondary Education, How to Prepare, Deliver and Evaluate Workshops, Myers-Briggs Type Indicator, Co-operative Learning Institute, Writing Program Proposals, Community College Culture and the Current Crisis, Uses of the Netscape Browser, People and Organizations in Transition, True Colours: Experiencing Self-esteem, Internet, A Commonsense Approach to Essay Writing, Overcoming Barriers to Success, Customer Service for Everyone, Job Search on the Internet, Accomplishments-based Resume Writing, Effective Time Management, Internet Surfing as an Educational Exercise, and Portfolio Assessment. For information call the Staff Resource Centre at 415-4661. Registration deadline is May 24.

June 12 - Biennial Central Region Faculty Conference: Transforming the Learning Community. Hosted by George Brown College and held at The Michener Institute for Applied Health Sciences (222 St. Patrick St., Toronto). All staff are welcome. \$30. For information call Shirley Leshch at 415-4660.

June 19 - Central Region College Support Staff Conference, 8 a.m. to

3:30 p.m., Humber College. Keynote speaker Kathy Mezei will discuss Living and Working in Transitions. Other seminars include: Personal Mastery, Customer Service, Trends in the Workplace, Overcoming Obstacles to Retraining, Creative Thinking, Stress Management and The Changing Role of Support Staff. Fee: \$10.

CITY COLLEGE NEWS

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THE CITY COLLEGE

Registration deadline is May 15. For information call the Staff Resource Centre at 415-4661.

WORKSHOPS FOR STUDENTS

May 14 to June 27 - Credit course: African History, Tuesdays and Thursdays, 6 to 9 p.m. Instructor: Frank Enoch Onyedinefu. Fee: \$126.30. For more information call Peggy Needham at 415-2092.

June 23 - Celebration of Summer: A Garden Party, 2 to 4 p.m., Spadina House. Features champagne, strawberries and information about new fall and winter courses in the Celebration of Food series offered co-operatively by George Brown and the University of Toronto. Fee: \$10. For full details call 978-2400 or fax a request for information to 978-6666.

June 25 and 26: Introduction to College for Students with Learning Disabilities, St. James Campus, 8:45 a.m. to 4 p.m. both days. Sessions include: Understanding your Learning Disability, Computer Literacy, College Survival Skills, and Understanding Your Rights. For information call the Special Needs office at 415-2622.

MEETINGS

May 16 - Health and Safety Committee, Casa Loma, 9:30 a.m., Room C234.

May 21 - Strategic Planning

Committee of the Board of Governors, 5 p.m., Boardroom, 500 MacPherson.

May 21 - Academic and Student Affairs Committee of the Board of Governors, 5 p.m., Boardroom, 500 MacPherson.

May 28 - Health and Safety Committee, St. James, 10:30 a.m., Room 313A.

June 18 - Board of Governors, 5:30 p.m., Boardroom 500 MacPherson Ave.

COLLEGE CLOSINGS

July 1 - Canada Day, college closed.

Aug. 5 - Simcoe Day, college closed.

RELIGIOUS FESTIVALS AND HOLIDAYS

May 16 - Ascension, Christianity (Gregorian calendar)

May 24 - Shavuot, Judaism

May 27 - Asura, Islam.

May 29 - Ascension of Bahauhall, Baha'i

July 27 - Mawlid al-Nabiyi, Islam.

July 30 - Oh-hara-i-taisai, Shinto

Aug. 6 - Transfiguration, Christianity (Gregorian calendar)

Aug. 23 - Naw Ruz, Zoroastrianism.

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SUBJECT TO CLASSIFICATION

OPENS FRIDAY

APRIL 26

AT THEATRES ANYWHERE

latter is longer lasting if we can bring it about. A lot of our change has been driven by the former — the pain of financial pressure. Only some of the change we are bringing about now is, in fact, forward looking. We need to ensure that most of our change is forward looking. I don't know of any organization that has cut itself into prosperity. By necessity, we have had to take the cuts we are taking. We must now replace that with a motivation that's forward looking and attracts the imagination, energy and all that the people of George Brown can bring to it. That's what we need to be doing and that's what we will initiate in May and put into full gear in September.